Aim - 1. Reason Improvement was Chosen

Problem Statement:

Employee onboarding takes an extended time to complete. As a result, positions remain vacant for an extended period of time, creating a negative impact on staff that must cover the vacant positions.

Scope: PD, functional statement, KSAs, rating factors, incentive authorization, recruitment request, etc.

Trigger:

➢ Process Start: Recruitment packet submitted for approval

➢ Process Stop: Position is posted

Aim Statement: Improve the hiring process phases and establish timeline goals for each phase by December 30, 2014.

Map - 2. Initial State

Attributes:
- No baseline data tracking receipt of recruitment package
- No baseline data tracking when announcement is drafted and sent to supervisor for review/approval
- No baseline data tracking when supervisor returns announcement with changes/feedback/approval
- No baseline data tracking when HR posts the job after receipt of supervisor approval
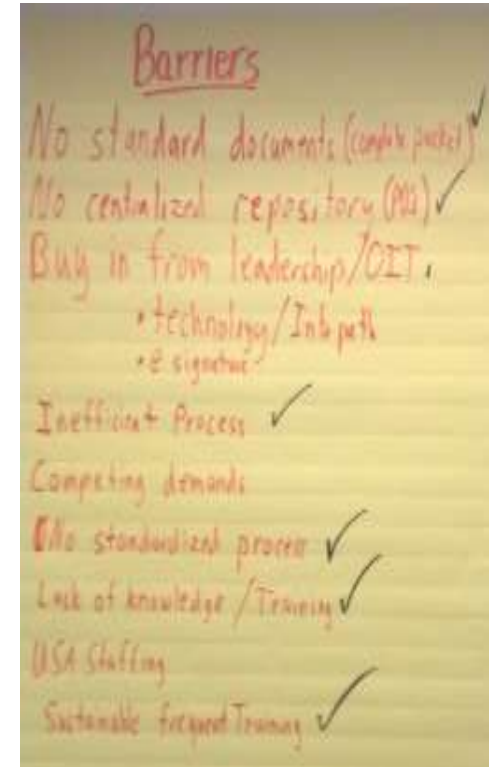
Map - 3. Target Condition
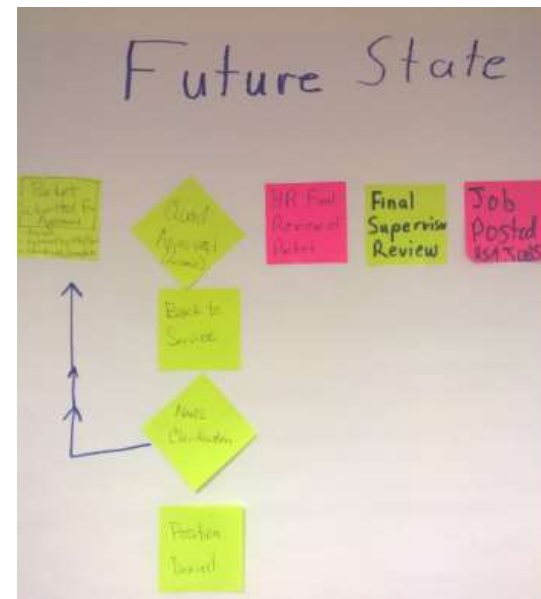
Measure - 4. Gap

➢ Lack of standard process/work

➢ Lack of control over third party software (USA Staffing)

➢ Inconsistent Leadership packet approval process

➢ Incomplete packet submission

➢ Lack of consistent processes causes extended waiting times

➢ Underutilization of available technology (SharePoint, List Form)

➢ Lack of education and training for preparation and submission of complete recruitment packet

Measure - 5. Solution Approach

If we do this…then we will achieve this…..	Effect on Metric 1: Days from Quad approval to draft announcements.	Effect on Metric 2: Days for Service to review & approve draft.	Effect on Metric 3: Days to post announcement from Service approval.
The creation of a SharePoint Repository for all Positions…	With a complete packet, the days from Quad approval to draft announcement will be reduced.	N/A	N/A
When all documents for a position series are centrally located in a SharePoint folder ("tool box")…	With a complete packet, the days from Quad approval to draft announcement will be reduced.	Services will have all available materials to complete request accurately & completely, reducing the days.	A reduction in re-work &/or additional information requests will reduce the days between these steps.
Providing training for all staff associated with the FTEE Request…	Provide all staff necessary information to ensure all are equipped to process request.	Provide all staff necessary information to ensure all are equipped to process request.	Provide all staff necessary information to ensure all are equipped to process request.
The establishment of Position Descriptions/ Functional Statement Review at the Service Level…	N/A	The service submits a complete, review packet prior to submission resulting in the elimination of this step.	The service submits a complete, review packet prior to submission resulting in the elimination of this step.

Change - 6. Rapid Experiments

Description	Who	Hypothesis	Actual	Benefit
Define all required documents needed for SharePoint repository	Team	All required documents will be included in the packet submission.		
Create a flow of all required steps necessary for posting a position	Team	To improve List Form tracking and "right" people receive necessary documents in appropriate order.		
Create and establish initial and ongoing training focused on what will be covered and who needs to be trained.	Team	Create and sustain a standardized process to ensure a complete packet is provided.		

Sustain - 9. Insights

What went well?

- Worked well together
- Collaboration
- Group activities
- Eliminated waste from the process
- Good quote of the day
- Quickly identified the barriers to the process
- Leadership support

What did not go well?

- LEAN training in advance of RPIW
- Scope too narrow/did not start at the beginning
- Occasionally getting caught in the details too much
- Non-Value added vs Non-Value added but necessary
- Affinity diagram (things)

Lessons Learned

- You can get more done with fewer steps
- Standardized classifications have not been previously used
- We have the tools and technology here on site to make this a paperless process
- Duplication of processes - more than realized.
- Multiple HR perspective concerning process – not all on the same page.